

POSITION DESCRIPTION

DOA-15302 (C07/2015)
PREVIOUSLY OSER-DMRS-10
State of Wisconsin
Department of Administration/Division of Personnel Management

Rvsd 12/21/16

1. Position No. 016803		2. Cert / Reclass Request No. 17-7328 Effective:	3. Agency No. 566
4. NAME OF EMPLOYEE		5. DEPARTMENT, UNIT, WORK ADDRESS Wisconsin Department of Revenue Division of Research & Policy Administration 2135 Rimrock Road Madison, WI 53714	
6. CLASSIFICATION TITLE OF POSITION Revenue Administrative Manager		8. NAME AND CLASS OF FORMER INCUMBENT Michael Wagner, Revenue Administrative Manager	
7. CLASS TITLE OPTION (to be filled out by Human Resources Office)		10. NAME AND CLASS OF EMPLOYEES PERFORMING SIMILAR DUTIES Julie Raes, Revenue Administrative Manager	
9. AGENCY WORKING TITLE OF POSITION Deputy Administrator, Div of Research and Policy		12. FROM APPROXIMATELY WHAT DATE HAS THE EMPLOYEE PERFORMED THE WORK DESCRIBED BELOW?	
11. NAME AND CLASS OF FIRST-LINE SUPERVISOR Robert Schmidt Administrator, Division of Research & Policy		13. DOES THIS POSITION SUPERVISE SUBORDINATE EMPLOYEES IN PERMANENT POSITIONS? X Yes <input type="checkbox"/> No <input type="checkbox"/> IF YES, COMPLETE AND ATTACH A SUPERVISORY POSITION ANALYSIS FORM.	

14. POSITION SUMMARY – PLEASE DESCRIBE BELOW THE MAJOR GOALS OF THIS POSITION:

SEE ATTACHED

15. DESCRIBE THE GOALS AND WORKER ACTIVITIES OF THIS POSITION

- GOALS: Describe the major achievements, outputs, or results. List them in descending order of importance.
- WORKER ACTIVITIES: Under each goal, list the worker activities performed to meet that goal.
- TIME %: Include for goals and major worker activities.

TIME %

GOALS AND WORKER ACTIVITIES

(Continue on attached sheets)

SEE ATTACHED

16. SUPERVISORY SECTION - TO BE COMPLETED BY THE FIRST LINE SUPERVISOR OF THIS POSITION

- a. The supervision, direction, and review given to the work of this position is [] close [] limited [X] general.
- b. The statements and time estimates above and on attachments accurately describe the work assigned to the position.

Signature of first-line supervisor _____ Date _____

17. EMPLOYEE SECTION - TO BE COMPLETED BY THE INCUMBENT OF THIS POSITION

I have read and understand that the statements and time estimates above and on attachments are a description of the functions assigned my position.

Signature of employee _____ Date _____

18. Signature of Human Resources Manager _____ Date _____

POSITION SUMMARY (Line 14)

Under the general direction of the Administrator of the Research & Policy (R&P) Division, this position serves as the Deputy Division Administrator with full authority of the Administrator to direct the operations of R&P in carrying out their responsibilities at the direction of the Administrator. This position will apply effective management tools to ensure that the Division is meeting planned objectives and provide directions for the Division's strategic planning; direct the fiscal operations of the Division including the budgetary process; direct the development of proposed law changes, new and revised administrative rules, and changes in Division policy; provide management of the division policy activities. Provide leadership and oversight to the division on the implementation and assist in the oversight of the department's Privacy Program.

TIME % GOALS AND WORKER ACTIVITIES (Line 15)

- 55% A. Management of Division programs and business operations.
- A1. Assist the Division Administrator in establishing administrative and program direction for the Division to achieve state established goals, legislative mandates, guidelines and directives.
 - A2. Work to ensure that planned objectives and activities are consistent with Department and Division goals, objectives, and strategies.
 - A3. Develop and direct a system of administrative and programmatic performance indicators, standards, and controls to enable Division staff to function productively and provide high quality customer service.
 - A4. Support, encourage, and monitor participation by Division staff in the Department's training and career advancement programs.
 - A5. Provide leadership and support for changes in work procedures and practices in all areas of the Division.
 - A6. Manage the Revenue Management Supervisor and other professional staff and confer with other key Division and/or Department staff on a variety of employee issues and Divisional operations for the purpose of meeting program needs and reconciling differences.
 - A7. Monitor the Division's organization structure, program direction, planning efforts and financial resources. Recommend changes to improve customer services and staff productivity.
 - A8. Effectively apply a wide variety of public policy management tools to effectively carry out Division programs.
 - A9. At the direction of the Administrator, represent the Division at meetings before professional associations, legislators, advisory councils, and agency and interdivisional management teams.
 - A10. Direct and lead the Division's efforts toward meeting Division metrics and ensure proper tracking to establish progress of related goals.
 - A11. Review and approve fiscal estimates not prepared by those reporting directly to the Revenue Management Supervisor.
 - A12. Ensure that the Income Tax Policy Team staff is meeting programming and information system management duties, including corporate and individual income tax model projects and corporate and individual aggregate statistics output.
 - A13. At the direction of the Administrator, develop materials to assist the Secretary's Office in legislative, strategic, and operational activities (including developing and analyzing legislative proposals and interpreting statutes, administrative rule provisions, and policies).
 - A14. Coordinate completion of policy analysis and assist in formation of state tax policy as requested by the Division Administrator or Secretary.
- 10% B. Establishment and management of financial operations for the Division.
- B1. Develop short and long range strategic plans for managing Division resources, including human and information resources and facilities.
 - B2. Identify management issues and direct the study of these issues for consideration in Division plans, especially the biennial budget.
 - B3. Determine priorities for biennial budgets and prepare within final budget and position authorization, annual operating budgets and plans for implementation

Revenue Administrative Manager (Position # 016803) 12/21/16

- B4. Establish Division operating budget, set allocations for each bureau, monitor resource utilization, and approve variances with plans.
 - B5. Monitor the Division's business operations, such as procurement, budgeting and facilities planning. Ensure that Division managers receive appropriate budget information to use in managing the programs and projects for which they are responsible.
- 10%
- C. Assistance to the Administrator.
 - C1. Conduct research, prepare reports, memoranda, and other documentation relating to issues driving Division programs and services.
 - C2. Participate on the Department's Leadership Team.
 - C3. Effectively recommend modifications to agency policies and practices as they affect the business of this Division. Coordinate and implement programs and policies necessary to carry out the objectives of this work unit.
 - C4. Study and recommend changes to services provided by this Division. Implement and ensure maintenance of programs specific to the needs of division customers.
 - C5. Assist the Administrator in developing methods and timetable designed to achieve program goals.
 - C6. Assist the Administrator in carrying out the programs and initiatives of the division in a manner that will achieve maximum effectiveness and efficiency of operations.
- 20%
- D. Supervision of Revenue Management Supervisor and other professional staff.
 - D1. Provide supervision to Revenue Management Supervisor and other professional staff to ensure that program development and divisional operations are adequately designed, appropriately managed and consistently coordinated with other agency divisions.
 - D2. Provide direction and support to R&P staff to ensure they appropriately carry out their responsibilities to meet planned program and project objectives.
 - D3. With direction from the Administrator, assist in the selection, hiring and training of R&P staff.
 - D4. Supervise, direct, and measure performance and the accomplishments of divisional staff in accordance with department policies and division goals.
 - D5. Assign responsibility and ensure accountability of Division Revenue Management Supervisor and other professional staff for establishing goals, monitoring activity, and reporting upon developments.
 - D6. Ensure department policies and administrative practices, such as travel guidelines and procurement regulations, are followed.
 - D7. Promote effective labor/management relations. Foster a positive work environment aimed at helping to improve employee participation, proficiency and effectiveness to help meet Division objectives.
 - D8. Participate in grievance issues as appropriate.
 - D9. Ensure effective employee relations, including adherence to Departmental work rules and policies and administration of disciplinary procedures as appropriate.
 - D10. Ensure that Division staff participate in appropriate training programs, are knowledgeable about their discipline, and that they are aware of and make a positive contribution to the Division's and the Department's strategic planning process.
- 5%
- E. Provision of leadership and oversight to the division on the implementation and assist in the oversight of the department's Privacy Program.
 - E1. Identify goals and objectives for the Privacy Program to support the division's strategic plan.
 - E2. Participate in the development of privacy related trainings, periodically updating as needed.
 - E3. Provide guidance and training to division employees on privacy related policies and procedures.
 - E4. Assist Privacy Officer and Division Administrator with duties as assigned, including developing policies and procedures, tracking security incidents, investigating security incidents and disclosures and remediation.

KNOWLEDGES, SKILLS AND ABILITIES

1. Effective leadership and managerial principles and practices: Inspires and motivates others to perform well; effectively influences actions and opinions of others.
2. Ability to effectively manage/supervise the day-to-day activities of staff including the establishing of priorities, assigning individual staff duties, coordinating and evaluating performance, conducting investigations, grievance hearings, discipline, and ensuring the staff work together as a team.
3. Strategic business planning, analytical, and problem solving skills.
4. Reengineering technology projects/procedures, process improvement, and lean principles.
5. Budget and fiscal note development.
6. Financial analysis and planning.
7. Program planning, policy and procedure analysis, input, development, and management.
8. Income, franchise, sales, excise, and property tax policy issues.
9. Planning and organization/Project Management Skills (including IT projects). Able to coordinate many different project tasks (determines relative importance of each; prioritizes and plans work activities; sets appropriate deadlines to complete activities accordingly); effectively manages time and resources; sets goals and objectives, delegates tasks, meet critical deadlines, etc.
10. Strong analytical skills. Synthesizes complex or diverse information; collects and researches data; uses intuition and experience to complement data; designs work flows and procedures.
11. Problem-solving skills. Identifies and resolves problems in a timely manner; gathers and analyzes information skillfully; develops alternative solutions; works well in group problem-solving situations.
12. Teamwork and Issue resolution skills. Balances team and individual responsibilities; exhibits objectivity and openness to others' view; gives and welcomes feedback; contributes to building a positive team spirit; able to build morale and group commitments to goals and objectives; supports every team member's effort to success; ability to obtain resolution by team consensus when differences in business processes are discussed
13. Knowledge of program and policy development process.
14. Knowledge of the Wisconsin Legislative process.
15. Knowledge of the Wisconsin budget process.
16. Ability to work effectively, negotiate, and problem solve with a wide variety of constituents.
17. Knowledge and experience in team building and customer service.
18. Knowledge of business management principles.
19. Excellent oral and written communication skills. Speaks clearly and persuasively in positive or negative situations; responds well to questions; demonstrates group presentation skills; participates in meetings; writes clearly and informatively; varies writing styles to meet needs; presents numerical data effectively.
20. Skills and abilities in analyzing and interpreting statutes, administrative rule provisions, and policies.

STATE OF WISCONSIN
DEPARTMENT OF ADMINISTRATION
DIVISION OF PERSONNEL MANAGEMENT
DOA-15316 (C07/2015)
S. 230.09 WIS. STATS.
PREVIOUSLY OSER-DCR-84



COMPENSATION & LABOR RELATIONS
101 E. WILSON ST, 4TH FL
MADISON, WI 53703

Supervisor Exclusion Analysis

This information is to be provided by the position's supervisor and reviewed by the agency central office human resources representative for both filled and vacant positions and must be submitted as part of any position description (PD) for a position performing supervisory responsibilities (i.e., if # 13 of the PD is checked YES). This information will be used to determine (1) if the position is performing supervisory functions and thus should be allocated to a supervisory classification and (2) what supervisory classification is appropriate based on the total duties of the position.

According to s. 111.81(19), Wis. Stats., a supervisor is any individual "who has authority, in the interest of the employer, to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline employees, or to adjust their grievances, or to authoritatively recommend such actions" and "whose principal work is different from that of the subordinates." The criteria used by the Wisconsin Employment Relations Commission (WERC) to apply this definition include: the authority to effectively recommend the hiring, promotion, transfer, discipline or discharge of employees; the authority to direct and assign the workforce; the number of employees supervised (typically a minimum of 3 FTE permanent employees); the amount of time spent supervising; the number of other persons exercising greater, similar or lesser degrees of authority over the same employees; the level of pay, including an evaluation of whether the supervisor is paid for skill or supervision of employees; whether the supervisor is primarily supervising an activity or is primarily supervising employees performing the activity; whether the supervisor is a working supervisor or whether he/she spends a substantial majority of his/her time supervising employees; and the amount of independent judgment and discretion exercised in the supervision of employees. The WERC ultimately determines the appropriateness of supervisory exclusions.

Position Identification Data

1. Name of Employee (if filled):
2. Civil Service Classification: **Revenue Administrative Manager**
3. Department and Division: **Revenue, Division of Research & Policy**
4. Bureau, Section and Unit (or comparable):
5. Name and Classification of Supervisor: **Robert Schmidt, Administrator, Division of Research & Policy
INDEF AGENCY APPT-20.923(4) ESG 4**
6. Name and Complete Civil Service Title of Former Incumbent (if any):
Michael Wagner, Revenue Administrative Manager

7. Supervisory Responsibilities

- a. In view of the definition statement and criteria listed in the second paragraph of this form, does the incumbent of this position:

- | | | |
|--|---|-----------------------------|
| (1) have the responsibility for directly supervising the activities of other classified employees? | YES <input checked="" type="checkbox"/> | NO <input type="checkbox"/> |
| (2) have the responsibility for supervising the activities of lower level supervisors? | YES <input checked="" type="checkbox"/> | NO <input type="checkbox"/> |
| (3) meet the definition statement and criteria? | YES <input checked="" type="checkbox"/> | NO <input type="checkbox"/> |

- b. List the official classification titles and number of permanent classified employees (full or part-time) directly supervised by the incumbent. If this position supervises lower level supervisors, indicate the number of employees supervised by the lower level position(s) in parentheses after the classification title of the position. (NOTE: LTE, student, patient/inmate, volunteer, and unclassified employees should be specifically identified since the direction of these individuals is not considered to warrant supervisory status.)

- Revenue Management Supervisor (Sales and Property Tax Team) (4)
- 2 – Revenue Economist-Confidential-Advanced
- 1 – IS Business Automation Specialist
- 1 – IS Systems Development Services-Senior

Supervisor Exclusion Analysis (page 2)

c. What percentage of this position's total time is allocated to each of the following?

- 1) Supervisory functions (i.e. hiring, dismissing, disciplining employees, evaluating performance, settling grievances)? 20%
- 2) Activities relating to supervisory responsibilities (i.e., establishing operating procedures, reviewing work of subordinates, counseling subordinates on performance, training and orienting new employees, performing related administrative functions, etc.)? 60%
- 3) Performance of other work activities similar to those of the employees supervised? 10%
- 4) Performance of other non-supervisory work activities different from those of the employees supervised (including program administration)? 10%

*NOTE: The totals of c.1), 2), 3), and 4) must equal 100%. 100%

8. Organizational Relationships

List (in order of descending authority) the names and classification titles of all other positions in the employing unit in the chain of command over the employees listed in 7.b.

- Richard Chandler, Secretary of Revenue**
- Eileen O'Neil, Deputy Secretary of Revenue**
- Mike Wagner, Assistant Deputy Secretary of Revenue**
- Robert Schmidt, Administrator, Division of Research and Policy**

A copy of the organizational chart must be attached for the immediate work unit (i.e., the organizational unit which includes the employees supervised), including the names and classifications of all employees.

9. Supervisory Activities

Is this position identified as a formal step in the employee grievance procedure? YES NO (If no, list below the name and classification of the first formal step in the grievance procedures for the employees listed in 7.b.)

A signature below means the position has been reviewed and you have concluded it meets the definition of supervisor found in s. 111.81 (19), Wis. Stats.

Supervisor _____ Date _____

Human Resources Representative _____ Date _____

To be completed by Incumbent (for filled positions):

- I agree with the preceding statements.
- I do not feel that the preceding statements are accurate for the reasons indicated below.
- No Comment

Employee Signature _____ Date _____



Management Exclusion Analysis

This analysis should be completed by the position's supervisor and reviewed by the agency human resources representative prior to classifying a position as "management." The information will be used to assist in determining if the position is performing duties which support inclusion of the position in a career executive or other management classification, resulting in exclusion of the position from bargaining unit representation.

Wisconsin Statute s. 111.81(13), excludes management personnel from the definition of employee for collective bargaining purposes. Section 111.81(13) defines "management" to include "those personnel engaged predominately in executive and managerial functions, including such officials as division administrators, bureau directors, institution heads, and employees exercising similar functions and responsibilities as determined by the [Wisconsin Employment Relations] Commission."

The Commission referenced above is the Wisconsin Employment Relations Commission (WERC) which, under s. 111.825(3), assigns eligible employees to the appropriate bargaining units and ultimately determines the appropriateness of management exclusions.

Position Identification Data

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3. Department and Division: **Revenue, Division of Research & Policy**
4. Bureau, Section and Unit (or comparable):
5. Name and Classification of Supervisor: **Robert Schmidt, Administrator, Division of Research & Policy
INDEF AGENCY APPT-20.923(4) ESG 4**
6. Name and Complete Civil Service Title of Former Incumbent (if any):
Michael Wagner, Revenue Administrative Manager

In Case 33, No. 16403, SE-65, Decision No. 11640-C, the WERC used the following criteria in determining if employees were management. (Some of the statements are interpretations of statements made by the WERC rather than statements actually made in the decision.)

7. If the employee is a division administrator, bureau director, or institution head, the employee is, per se, management.
8. If the employee is not a division administrator, bureau director, or institution head, and if the employee is engaged predominately in executive and managerial functions similar to those engaged in by division administrators, bureau directors, or institution heads, the employee is management.

"Predominate function" is defined as the primary duties performed by the employee. If the primary duty is to provide legal services or supervise and review the work of others for compliance with established policy, the employee is not engaged predominately in executive and management functions, even though some of the time is spent in formulation, determination, and implementation of management policy. Predominate functions may be based on importance or percent of time spent. Generally, percent of time spent will be the determining factor.

(OVER)

Management Exclusion Analysis (page 2)

"Executive and management functions" are defined as:

- a. participation in a significant manner in the formulation, determination, and implementation of management policy; or,
- b. effective authority to commit the employer's resources.

To participate in a significant manner in the formulation, determination, and implementation of management policy, the employee must have greater authority than merely offering advice to higher-level management which may accept or reject the recommendation, or must do more than serving on a management team/ committee which must reach consensus. Formulation, determination, and implementation of management policy must be the primary duty of the employee and must be at a level similar to that exercised by division administrators, bureau directors, and institution heads.

Case 33 did not address the resource commitment aspect of the executive and managerial functions. In municipal sector cases, the WERC has defined this aspect as the exercise of effective authority to commit the employer's resources such as through exercise of authority to establish an original budget or to allocate funds for differing program purposes from such an original budget when the purpose of such funds has not been previously specified.

9. Rationale for the above conclusion (use additional paper if necessary):

This position participates in a significant manner in the formulation, determination, and implementation of management policy specifically as it relates to the Division of Research & Policy meeting the planning objectives and providing directions for the Division's strategic planning; direct the fiscal operations of the Division including the budgetary process; direct the development of proposed law changes, new and revised administrative rules and changes in Division policy; provide direct management of Revenue Management supervisor and other professional staff.

A signature below means the position has been reviewed and you have concluded it meets the definition of management found in s. 111.81(13), Wis. Stats.

Supervisor Signature _____ Date _____

Human Resources Representative _____ Date _____